

# NHS – ENGAGING STAKEHOLDERS IN THE WORLD’S LARGEST HEALTH SECTOR IS PROGRAMME

Extract from CSC’s MCA submission 2008



## INGENIOUS

CSC pioneered the *Solution Express*; an interactive bus which brings alive the benefits of the IT programme in a visual, stimulating and captivating format.

## PURPOSEFUL

CSC has successfully created a ground-swell of positive opinion around the NPfIT.

## PASSIONATE

CSC went the extra mile by staffing, resourcing and developing the *CSC Solution Express* as a free resource for the NHS.

**Announced as the largest civil IT programme ever to be undertaken, the NHS National Programme for IT (NPfIT) burst onto the world’s stage to a barrage of negative headlines and widespread clinical and political dissent. The NHS sought to create an integrated electronic patient records system that would deliver seamless healthcare across all NHS settings to improve patient care and NHS efficiency.**

As Local Service Provider for the NHS in the North, East and West of England, CSC was charged with the implementation of the NHS Care Records Service in those regions. With a geography covering over 60 per cent of England, and staff numbers of well over 500,000 across a range of professional and organisational loyalties, CSC recognised that although implementing the technology would be a major challenge, engaging and winning over the NHS, media and politicians would be an even bigger one.

Thus the CSC Stakeholder Engagement Model was born, to bring technology to life in a way that was both meaningful and unique for each and every stakeholder group. The model would bring the resources and skills provided by the CSC Alliance to challenge the negative views held by the media and politicians.

## CLIENT’S CHALLENGE

Prior to the programme, the NHS had procured IT systems locally, often hospital by hospital, GP practice by GP practice and even clinic by clinic. The NHS had no overall integration strategy for IT and did not have the means of sharing electronic patient information between departments, let alone institutions.

In late 2003 the NHS set out to address this problem and through its agency Connecting for Health, they embarked on the largest IT procurement and delivery programme that had ever been conceived. The NPfIT programme was an ambitious ten year implementation, costing £12 billion, and was to be delivered by contractors that were appointed nationally.

This delivery model immediately caused dissension from a number of quarters, namely the media, NHS clinicians and managers as well as politicians. It was fundamental that negative opinions surrounding the project were addressed if it was to be a success.

## CSC SOLUTION

The CSC Stakeholder Engagement Model was formed as an integral part of the contract, reflecting a real understanding of the scale of the change required to achieve successful outcomes for NHS Connecting for Health, the NHS more widely and of course their patients.

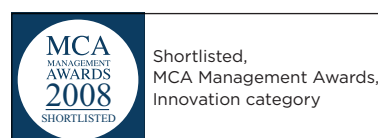
A central core team of experts specialising in public affairs and media handling worked alongside the change consultants deployed by CSC’s partner Hedra. The model focused on the three target groups that needed to be persuaded; politicians, NHS staff and the media.

Spreading the good news about successful deployments was fundamental to the success of the Stakeholder Engagement Model. With over 500,000 staff based in over 4,000 GP practices, 100 hospitals, 25 prisons and 12 ambulance trusts, it was important that successes were used to create a domino effect of positive opinion across the board.

CSC provided events for MPs which gave them an overview of the programme’s successes and highlighted what the NPfIT meant for their constituents, something that the NHS could not resource on such a large scale. CSC supported the NHS by addressing and briefing the All Party Parliamentary Health Group, undertaking regional briefings to MPs and contributing to the Health Select

*“As Chairman of the influential parliamentary IT committee and as a patient I was doubly interested to see the Picture Archiving and Communications System (PACS) up and running. Technically it is an impressive tool with very obvious benefits for patients.”*

**Andrew Miller MP** comments on the digital imaging X-ray system introduced at his local hospital; Countess of Chester.



*“Specifically, their innovative Solution Express has been applauded, inspiring awareness, interest and buy-in to the Programme across a broad geography. From the outset we have had a partnership approach with the NHS engagement objectives aligned with CSC’s engagement objectives. This is what’s made it credible and helped us achieve strong joint success.”*

**Gordon Hextall, Chief Operating Officer for NHS Connecting for Health**



Committee investigation on “Electronic Patient Record and its use”.

Complex programmes such as this demand innovative approaches, and so the CSC Solution Express was born. The Solution Express is a mobile, interactive bus which brings alive the benefits of the IT programme in a visual, stimulating and captivating format. The self-contained touring facility can be parked in a hospital car park where NHS clinicians and non-clinical staff can board to see the benefits of the system for themselves.

On such a large scale project, collaboration and a unified way of working is fundamental for success. CSC is renowned for their collaborative consultancy style and formed strong partnerships with local NHS organisations to promote the project. Trusts do not have the resources to hire writers, photographers and designers to produce case studies, nor the time to present the work to the media and their local politicians. CSC produced this evidence-based work and with support from the NHS organisations was able to create a ground-swell of positive opinion around the NPfIT.

## **BUSINESS RESULTS**

The Stakeholder Engagement Model has undoubtedly been a success and there are signs that opinion is shifting as more and more systems are being delivered. Richard Holway Director of Ovum comments, “I have yet to meet anybody who opposes the overall objective of the NHS IT project – it will save lives...”

The success of the programme itself has contributed to the change of opinion, but it is not the glowing statistics that will stay in the minds of NHS staff and local MPs; it is the real-life stories, told in the words of NHS frontline staff.

Managed and resourced by CSC, the Solution Express has had a real impact on getting the message out to NHS staff. It is used every single day across the CSC geography. Presentations and DVD footage of success stories can be shown and patient journeys through many stages of diagnosis and treatment can be followed. Furthermore it can be easily tailored to the audience whether they be clinicians, nurses, radiologists, CEOs etc, and of course the IT community. It has become a ‘talked about’ facility and its heavy demand by the NHS to support this programme is a testament to its effectiveness as a stakeholder engagement mechanism. As one NHS Dermatologist states, “The CSC Solution Express allows abstract ideas to become concrete”.

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